## COMPOSITION ON NOVEMBER 19, 2026

| | BOARD OF DIRECTORS | | COMMITTEES | | | | |
|---|---|---|---|---|---|---|---|
| | Members / Directors | Expiration of term | COMMITMENTS | AUDIT, COMPLIANCE & RISKS | APPOINTMENTS AND COMPENSATION | ESG | INTERNATIONAL STRATEGY |
| 1 | Sébastien BAZIN | **GM 2028** | **Ugo ARZANI** | **Anne-Laure KIECHEL*** | **Bruno PAVLOVSKY*** | **Hélène AURIOL POTIER*** | **Isabelle SIMON*** |
| 2 | Isabelle SIMON* | **GM 2028** | Anne-Laure KIECHEL* | Ugo ARZANI | Ugo ARZANI | Asma ABDULRAHMAN AL-KHULAIFI | Asma ABDULRAHMAN AL-KHULAIFI |
| 3 | Asma ABDULRAHMAN AL-KHULAIFI | **GM 2028** | Isabelle SIMON* | Hélène AURIOL POTIER* | Helène AURIOL POTIER* | Qiong Er JIANG* | Qiong Er JIANG* |
| 4 | Ugo ARZANI | **GM 2028** | Sarmad ZOK | Bruno PAVLOVSKY* | Isabelle SIMON* | Anne-Laure KIECHEL* | Sarmad ZOK |
| 5 | Hélène AURIOL POTIER* | **GM 2028** | | Isabelle SIMON* | Sarmad ZOK | Bruno PAVLOVSKY* | |
| 6 | Iliane DUMAS (AS) | **01/04/2029** | | Sarmad ZOK | Iliane DUMAS (AS) | Isabelle SIMON* | |
| 7 | Katherine E. FLEMING* | **GM 2028** | | | | Christine SERRE (AS) | |
| 8 | Qiong Er JIANG* | **GM 2028** | | | | | |
| 9 | Anne-Laure KIECHEL* | **GM 2029** | | | | | |
| 10 | Bruno PAVLOVSKY* | **GM 2029** | | | | | |
| 11 | Christine SERRE (AS) | **18/01/2027** | | | | | |
| 12 | Sarmad ZOK | **GM 2028** | | | | | |

***** Independent Directors
**(AS)** Directors representing employees